

THE PLAN

- Features of a Successful Strategic Plan
- Communicating and Marketing the Plan

FEATURES OF A SUCCESSFUL STRATEGIC PLAN

Strategic plan: a practical, action-oriented guide based on an examination of internal and external factors that directs goal-setting and resource allocation to achieve meaningful results over time.

A successful strategic plan will:

- Be the result of a planning process that has the full support of the director and agency's executive team.
- Reflect the input and involvement of all agency staff.
- Contain a mission statement that clearly states what business you are in.
- Contain an inspiring and challenging vision.
- Contain clear, long-term, challenging, but realistic and achievable goals.
- Contain SMART objectives.
- Contain a balanced set of performance measures that accurately reflect the key results of the goals.

To check all of the components of your plan, use the Litmus Tests, which can be found in the Forms section of this Handbook. These tests will help you evaluate your mission, principles and vision statements, goals, objectives, action plans and performance measures. There are also Litmus tests that will help you determine if your program and subprogram structures meet the current OSPB guidelines.



Note

The plan, or the document, is not the end of the planning process. The planning process never ends; it is continuous. All of the information gathered during the reporting process should be analyzed for inclusion in the next strategic plan update. Once progress toward meeting goals and objectives has been analyzed, the information becomes the starting point for the next planning cycle.

COMMUNICATING AND MARKETING THE PLAN

The goals and key performance measures will be published in the biannually published *Master List of State Government Programs*. However, successful implementation of the strategic plan depends on effective communication. Internally, the strategic plan should be communicated at all organizational levels. Managers and staff need to have a clear understanding of the plan and their roles in it. A plan has little value if it is not widely understood and accepted. It must form the basis for daily action throughout the organization.

Consider using the following ideas to communicate the plan.



- Talk about the plan at staff meetings.
- Distribute copies of the full plan to program managers.
- Prepare a condensed brochure version of the plan to share with all employees.
- Display the mission statement in a prominent location in the building.
- Recognize progress on the plan's goals and objectives at staff meetings, in newsletters, and at other organizational events.

Beginning in 1998, agency goals and key performance measures will be published in the Master List, which the Legislature reads. However, the strategic plan should be communicated to other individuals and organizations that have an interest in, or an effect on, the agency's programs (e.g., local governments, interest groups and the public). Various marketing approaches have been used to communicate information about the plan to those outside the agency to help build awareness of and support for the plan. Eye-catching visual presentations are especially effective.

Large agencies may have public information officers who help develop marketing strategies. However, small agencies can accomplish the same purposes by utilizing some of the following ideas.



- Put the mission statement on letterhead and business cards.
- Include articles about the plan in agency newsletters.
- Explain the plan at community public meetings.
- Prepare a condensed version of the plan in an attractive brochure and distribute it to interested persons and organizations.
- Reference the plan in speeches to the Legislature, private sector and community groups.